

## Callie Qudsiyyah's business development strategy uses SWOT analysis and the business model canvas

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### ABSTRACT

This research was conducted to formulate Callie Qudsiyyah's business development strategy using the Business Model Canvas (BMC) in facing business competition. This research method uses descriptive qualitative methods. The process of obtaining data is carried out by conducting direct interviews with the owner of Callie Qudsiyyah. The results of this study prove that Callie Qudsiyyah already has a framework of nine elements of the Business Model Canvas (BMC) which is a reference for running a business, but there are still shortcomings in optimizing BMC for which researchers adopt a SWOT analysis (Strengths, Weakness, Opportunities, and Threats) to improve Callie Qudsiyyah's business development strategy using BMC. Optimization of Callie Qudsiyyah's strategy in improving business strategy by making more creative product designs and innovations on a scheduled basis, developing the quality of human resources (HR), especially the production department, strengthening marketing digitalization, collaborating with influencers and focusing on more specific target consumers and strengthening Uniq Selling Point and improving consumer services in a good and correct way of communication.

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## 1. Introduction

Technological advances produce the characteristic phenomena of digital business models. This business model stems from a combination of digital technology and entrepreneurship which has a significant influence in creating new business units. The entrepreneurial model has completely changed to a more digital-based model thanks to digital technology (Hanim et al., 2022).

The Dukcapil Directorate General of the Ministry of Home Affairs released the latest data on Indonesia's population in 2022 of 275.4 million people. Of the total number, 49.52% or as many as 136.4 million people are female residents (Dukcapil, 2022). Indonesia is listed as one of the countries with the largest Muslim population in the world, based on data from the World Population Review, the total Muslim population in Indonesia is around 229 million people or 87.2% of Indonesia's population. (Amir et al., 2022). Looking at these data, market size has the potential to become a Muslim fashion business opportunity, because in Indonesia the Muslim fashion business is never empty of buyers. Given the habit of the Indonesian Muslim community who flock to buy new Muslim clothes ahead of religious holidays, therefore this fashion business is one of the businesses with profitable prospects. Fashion is a need for clothing to fulfill a lifestyle in dress today not only as a means to cover the body but also as a means to communicate and show the identity of the wearer. (Wijaya, 2019).

During the pandemic, the health protocol was very strict and large-scale social restrictions (PSBB) were put into effect. This of course has a considerable impact on all aspects, especially in the economic aspect. The new normal concept applies to opening policies that use health standards that have never existed

before the pandemic to restore economically, socially, and limited public activities. Business digitalization is an alternative so that many business people take advantage of this condition and become many competitors. As time went on, the pandemic conditions gradually improved, business people began to be able to carry out normal activities, such as opening their business stalls again and interacting directly with customers. This makes online and offline businesses have quite tight competition.

Technological advances are an opportunity for business people, business people are required to be able to take advantage of technology, especially in the field of marketing using digital marketing. So that this makes it easier for business people to sell their products or services on certain platforms, as well as facilitate communication between sellers and customers in buying and selling transactions. A running business requires a good marketing strategy, to find out a good business strategy framework we can find out about the business model used. At present there are many business models used by businessmen, where the business model is a concept that stands out among other management concepts, therefore in order for the business to run well, the right business model is needed so that it can compete with other business people.

In a business environment, competition is something that is often encountered. The number of competitors in a business must be directly proportional to the product or service issued, both in terms of quality, creativity and innovation. This effort is made so that it becomes an attraction so that consumers want to buy the products they need according to trends and design models in terms of fashion. In addition to these things, attention must also be paid in terms of production, if you want to cover a wider market then larger production is needed, also the production process must be fast so that it can compete with other business actors in the same field with higher production levels. larger and higher financial capital. The more dynamic the business environment,

The city of Bandung is famous for fashion, so many people call Bandung the city of fashion. This makes business people experience very tight competition, many business people look at market shares that are considered as potential with the development of the fashion business(Wijaya, 2019). The rapid increase in the number of Muslim fashion business actors from local and international brands is in line with the opinion of Susilowati's experts. It is influenced by the rise of social media in technological developments, offline business players are turning to online-based business models.(Susilowati, 2021). This shows that the competition in the fashion industry is getting tougher every year.

Society in this modern era has a consumptive tendency which has become a factor in the emergence of many women's Muslim fashion businesses. Here are some lists of women's Muslim fashion shops in the Bandung area: Rifany Hijab, Heikoshop, Oclo, My Outfit, Dewibutik66.

Callie Qudsiyyah is a start-up in the field of Muslim women's fashion which was established on November 1 2020. The products produced include hijabs, shirts, pants, mukenas, robes with the IPR (Intellectual Property Rights) trademark "Callie Qudsiyyah". It is important for Calie Qudsiyyah to produce quality products because consumers have a desire to get the best quality products. The quality of the products provided is expected to encourage consumers to buy more products and give good reviews so that other consumers trust Callie Qudsiyyah's products and ultimately become loyal customers.

Callie Qudsiyah started selling on an e-commerce basis during the 2019 covid pandemic. The performance results of Callie Qudsiyyah's turnover in 2020 to 2021 have increased by 1,301.8% but in 2021 to 2022 it has decreased quite drastically by 37.73% from the previous year . This is a problem that is being faced by Callie Qudsiyyah because there has been a drastic decline in sales due to the emergence of new business people selling goods that are very cheap but do not care about product quality.

Running a business in this era of competition requires Callie Qudsiyyah to do good business development. Competitors pose a threat to selling goods at lower prices. If Callie Qudsiyyah's business strategy is not quite right, this threat will gradually become a serious threat to the continuity of business competition. So it is very necessary to formulate the right business model. In line with Susilowati's opinion that the formulation of the right business model is the basis of the business strategy that is being implemented so that the business strategy can run optimally(Susilowati, 2021). Seeing this situation, SWOT analysis provides benefits (Strengths, Weaknesses, Opportunities, and Threats) to find out problems in more detail and helps problems that become threats to be resolved immediately. The Business Model Canvas (BMC) is the chosen business model because this model is considered quite effective. Alexander Osterwalder as the developer of BMC popularized it through his published book, Business Model Generation. This business model canvas is a management strategy commonly used by beginners (StartUp) to plan a company's business

concept, infrastructure or finances. A good Business Model Canvas illustrates the rationale for creating an organization that delivers value (Osterwalder, 2010).

Business strategy management is an organizational plan that must be seen from the vision and mission of the organization as a helper that is planned as the main goal of an organization through legal execution as a way to decide on the highest leadership structure which highlights the goals of the association being pulled out, followed by the readiness of ways or efforts to achieve. These goals can be achieved, who will be served, what target customers need to be met, and how these needs will be met are part of the business strategy. (Maryani & Chaniago, 2019).

SWOT analysis is a systematic identification of various factors to formulate corporate strategy (Rangkuti, 2017). These factors are divided into internal factors in the form of strengths and weaknesses, while external factors in the form of opportunities and threats from the company (Zulkarnain et al, 2020). The purpose of this analysis is to identify these factors in formulating strategies (Jatiningrum, et al., 2019). This analysis is based on logic that can maximize strengths and opportunities, but can simultaneously minimize weaknesses and threats (Fauziah, 2020). This matrix can clearly describe how the external opportunities and threats faced by the company can be adjusted to the strengths and weaknesses it has (Rahmatang, et al, 2019). (Adityaji, 2018).

The business model canvas (BMC) provides a rationale for how an organization creates, delivers, and captures value, however, it has drawbacks such as ignoring the strategic goals of the organization and not mentioning competition, and there are no priorities in its business model. Through this approach nine elements will be displayed in the business model in nine boxes. The use of BMC itself has advantages in business model analysis, namely, being able to clearly describe the current state of the organization in terms of customer segments, value offered, value supply lines, customer relationships, revenue streams, important assets, collaboration partners, and cost structures. and comprehensive (Rainaldo et al., 2017).

## **2. Research Method**

The research method uses qualitative methods and a descriptive approach. There are two sources of information in this study: Primary data from field observations, documentation, and interviews with Callie Qudsiyyah's Co-Founder, employees, and customers. Secondary data is information from various sources, including books, journals, internet, theses, mass media, expert opinions, as well as data and articles published by related business actors. Callie Qudsiyyah industry growth data, annual data on targets, market segments, projected targets, revenue streams and market trends.

This research was conducted at Callie Qudsiyyah in Katapang, West Java, to be able to formulate a business development strategy. By using SWOT analysis and the nine elements of the Business Model Canvas (BMC), research was conducted to examine the internal and external conditions of the company using SWOT analysis which was implemented at BMC Callie Qudsiyyah in Katapang, West Java in facing competition.

## **3. Results and Discussions**

### **3.1 Callie Qudsiyyah's SWOT Analysis**

SWOT analysis reveals the advantages, disadvantages, opportunities and threats of business models, which require further development. An overview of the results of the SWOT analysis is provided below:

**Table 1.** The results of the SWOT analysis on Callie Qudsiyyah

Key Partners	Key Activities	Value Propositions	Customer Relations	Customer Segments
<ul style="list-style-type: none"> <li>• tailor</li> <li>• fabric shop</li> <li>• Fabric cutters</li> <li>• Celebgram</li> <li>• Affiliates</li> </ul>	<ul style="list-style-type: none"> <li>• Selling fashion with quality fabrics</li> <li>• Purchasing + Quality Control</li> <li>• Sell products with new designs</li> </ul>	<ul style="list-style-type: none"> <li>• The superiority of this venture is selling at an affordable price with the best quality ingredients and sewer boutiques</li> <li>• Has a typical characteristic with pastel colors and no market</li> <li>• Providing promotions to loyal consumers</li> </ul>	<ul style="list-style-type: none"> <li>• Discounts and promotions on social media accounts</li> <li>• Program giveaway</li> <li>• affiliate program</li> <li>• Friday blessings</li> </ul>	<ul style="list-style-type: none"> <li>• Muslim teenage women</li> <li>• Ages 15-45</li> <li>• Fashion lovers</li> </ul>
	<p style="text-align: center;">Key Resources</p> <ul style="list-style-type: none"> <li>• Sewing machine</li> <li>• Cutting machine</li> <li>• camera</li> <li>• Mobile</li> <li>• Laptops</li> <li>• -Property photoshoot</li> </ul>		<p style="text-align: center;">Channels</p> <ul style="list-style-type: none"> <li>• E-commerce</li> <li>• social media</li> <li>• Milieu community</li> </ul>	
<p style="text-align: center;">Cost Structure</p> <ul style="list-style-type: none"> <li>• Employee salaries</li> <li>• Product production process</li> <li>• Marketing costs</li> <li>• Tools and consumables</li> <li>• packaging costs</li> </ul>		<p style="text-align: center;">Revenue Streams</p> <ul style="list-style-type: none"> <li>• Bag Sales</li> <li>• Strapmasker</li> <li>• Mask</li> <li>• Hairbands</li> <li>• Hampers</li> </ul>		

Source: Callie Qudsiyyah

Based on the SWOT analysis as presented in Table 1, it is known that the main factors are weaknesses, opportunities, threats and strengths that affect the existing situation and conditions and provide benefits when action is taken in more detail using the Business Model Canvas (BMC).

a. Customer Segments

Callie Qudsiyyah is an online shop with a market segment of users who have smartphones and social media users. Callie Qudsiyyah has a market segment with an age range of 17-50 years which is dominated by Muslim women. The most potential market segmentation areas are in the cities of Bandung, Sulawesi and Kalimantan. Based on the results of the research, they have jobs as students, office workers, housewives 15 years to 45 years who like the world of fashion.

b. Value Propositions

The value proposition of a company is the benefit or value it provides to its customers. Customers are expected to choose a company's products or services over other business products or services mainly because of this. According to the results obtained, Callie Qudsiyyah's value proposition is to differentiate itself from its competitors by selling boutique sewing at affordable prices using high-quality materials and pastel colors. In addition, fast and professional communication is provided by the customer service.

c. Channels

Channels Callie Qudsiyyah as a result of the evaluation needs to increase content on social media by following trends and creating adverts in various e-commerce. Callie Qudsiyyah became an MSME assisted by the Bandung Regency Office of Industry and Trade so that she had the opportunity to take part in programs such as bazaars and exhibitions. Callie Qudsiyyah is always willing to collaborate with other parties to increase sales and brand recognition.

d. Customer Relations

Callie Qudsiyyah serves online orders through marketplaces such as Shopee, Tiktokshop, Tokopedia,

Lazada. Callie Qudsiyyah provides discounts and promos for consumers who order through the marketplace. Like other online shops, Callie Qudsiyyah holds a give away once a month with the aim of providing rewards for consumers who are always active and support our business. In addition, Callie Qudsiyyah also has a Friday blessing program by giving 50% off the normal price.

e. Revenue Streams

Revenue stream is also referred to as the result of the income received by the company. In this study, Callie Qudsiyyah's highest income in April 2021 was IDR 116,000,000 and the average monthly income was IDR 20,000,000 per month. The size of business turnover is influenced by the marketing strategy resulting in revenue sourced from the Shopee, Tiktokshop and Reseller marketplaces. Source of income from B2C and B2B, for B2B Callie Qudsiyyah Targeting resellers, business packages and small to medium retail suppliers with a cash system, there are 50 resellers and Callie Qudsiyyah is a hijab supplier at Yens Baby Shop.

f. Key Resources

Company assets and human resources are considered as key resources because they are necessary for the smooth operation of business procedures. Callie Qudsiyyah maintains brand performance by providing the best service and upholding the relevant vision, mission and values across all markets and social media. Provide training to Co-Founders to improve the quality of human resources used to serve customers and develop business. Callie Qudsiyyah, the founder, regularly participates in regional and national competitions. The purpose of this competition is to grow the network and improve brand quality.

g. Key Activities

Callie Qudsiyyah sells Muslim-themed clothing for women through online shops, social media and various marketplaces. Callie Qudsiyyah also found resellers and opened business packages for resale with a minimum order of four colors of one Kodi. In addition, Callie Qudsiyyah focuses on realizing the vision and mission as well as making efforts to research and develop online sales services.

h. Key Partnerships

Callie Qudsiyyah collaborated with four tailors, one for pattern and fabric cutting. Apart from that, Callie Qudsiyyah has subscribed to two cloth shops starting from 2018 until now and is still in good touch. For promotion and marketing issues, Callie Qudsiyyah has collaborated with celebgrams to help sales on social media and assisted by Callie Qudsiyyah affiliates to promote products in their respective segments.

i. Cost Structure

Callie Qudsiyyah allocates costs across multiple sectors, including salaries, raw materials, advertising, consumables, equipment loads, and transportation costs, in her fee structure. Callie Qudsiyyah is a company that focuses on maximizing product value and service quality. This is also known as a value driven company.

### 3.2 Application of SWOT Analysis to Callie Qudsiyyah's canvas business model

Following are the results of Callie Qudsiyyah's nine-point canvas model business analysis based on the results of interviews with the Co-Founder and tailors as follows:



## MODEL BISNIS CANVAS

<p><b>Key Partners</b></p> <ul style="list-style-type: none"> <li>• Tailor</li> <li>• Fabric shop</li> <li>• Fabric cutter</li> <li>• Celebgram</li> <li>• Affiliate</li> </ul>	<p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>• Selling fashion with quality fabrics</li> <li>• Purchasing + Quality Control</li> <li>• Sell products with new designs</li> </ul>	<p><b>Value Propositions</b></p> <ul style="list-style-type: none"> <li>• Superiority this venture selling price affordable with quality best ingredients and sewer boutiques</li> <li>• Has a characteristic typical with pastel colors and no Market</li> <li>• Providing promos to loyal consumers</li> </ul>	<p><b>Customer Relationships</b></p> <ul style="list-style-type: none"> <li>• Discount and promos on social accounts media</li> <li>• Giveaway program</li> <li>• Affiliate program</li> <li>• Friday blessings</li> </ul>	<p><b>Customer Segments</b></p> <ul style="list-style-type: none"> <li>• Muslim teenage women</li> <li>• Ages 15 – 45</li> <li>• Fashion lovers</li> </ul>
<p><b>Key Resources</b></p> <ul style="list-style-type: none"> <li>• Sewing machine</li> <li>• Cutting machine</li> <li>• Camera</li> <li>• Mobile</li> <li>• Laptop</li> <li>• Property photoshoot</li> </ul>			<p><b>Channels</b></p> <ul style="list-style-type: none"> <li>• E-commerce</li> <li>• Social media</li> <li>• Milieu community</li> </ul>	
<p><b>Cost Structure</b></p> <ul style="list-style-type: none"> <li>• Employee salaries</li> <li>• Product production process</li> <li>• Marketing costs</li> <li>• Tools and consumables</li> <li>• Packaging costs</li> </ul>		<p><b>Revenue Streams</b></p> <ul style="list-style-type: none"> <li>• Sales Tas</li> <li>• Strap-mask</li> <li>• Mask</li> <li>• Hairband</li> <li>• Hampers</li> </ul>		

**Figure 1.** Callie Qudsiyyah's Canvas Model Business

Source: Callie Qudsiyyah in 2022

### 1. Customer Segments

After doing a SWOT analysis on the Business Model Canvas. The results of the evaluation of the customer segment are that it is necessary to be consistent in researching the market for every trend and creating premium product models at low prices as a feature of Callie Qudsiyyah, besides that it is also necessary to increase the offline market segment such as collaborating with Muslim women's fashion stores with a consignment system or selling out. The results of the recommendations for the customer segment are the strengths that must be made, namely clothing designs that are unique and have soft color characteristics so that they become market size opportunities for the millennial generation, while the weaknesses are easily imitated for clothing designs by competitors and the threat of price wars.

### 2. Value Propositions

After doing a SWOT analysis on the Business Model Canvas. That it is necessary to be consistent in the design and color of products so that they always follow trends and improve the quality of fabrics that are rarely marketed, provide good service to buyers by means of fast response and use good and polite language so as to foster a feeling of warmth towards buyers to become loyal customers. The strength obtained makes the buyer attractive for repeat orders.

### 3. Channels

After doing a SWOT analysis on the Business Model Canvas. Shows that in order to participate in events such as bazaars and exhibitions and find offline stores to become suppliers, it is necessary to increase the network and target resellers every month, Callie Qudsiyyah must be able to target being a supplier other than yens babyshop location in Borma Dakota must find a minimum of 3 locations to be able to cooperate with other parties who have offline stores.

### 4. Customer Relations

After doing a SWOT analysis on the Business Model Canvas. Revealed that more promotions, vouchers and cash giveaways to create quizzes for closer communication between buyers and Callie Qudsiyyah were needed to increase store traffic and conversions.

#### 5. Revenue Streams

After doing a SWOT analysis on the Business Model Canvas. Evaluation of revenue streams reveals that a wide variety of B2B and B2C models are needed to turn it into an opportunity to increase revenue and open online stores in all marketplaces and become a supplier in various offline stores in the women's fashion category.

#### 6. Key Resources

After doing a SWOT analysis on the Business Model Canvas. It is necessary to provide training for Co-Founders to improve the quality of human resources and updates on social media to see future trends, market research is needed by the public to make new products with very high purchasing power.

#### 7. Key Activities

After doing a SWOT analysis on the Business Model Canvas. Evaluation of the main activities reveals that it is necessary to increase product sales and improve the program by increasing collaboration or adding influencers in carrying out marketing activities, such as celebrity check-out programs and working with parties who have offline stores to become suppliers.

#### 8. Key Partnerships

After doing a SWOT analysis on the Business Model Canvas. It needs to be used to find the cheapest cloth shop partners for Callie Qudsiyyah's needs. This will enable Callie Qudsiyyah to spend less on raw materials at the best selling prices and improve vendor performance and increase vendors to expand production by buying a lot of production safely.

#### 9. Cost Structure

After doing a SWOT analysis on the Business Model Canvas. revealed that to maintain the company's expenditure flow, financial management training is needed so that the company becomes healthy and strong with future competitiveness. With smooth and healthy finances, the company can upgrade even higher.

## 4. Conclusion

Provide a statement that is expected, as stated in the "Introduction" chapter can ultimately result in the "Results and Discussion" chapter, so there is compatibility. Moreover, it can also be added the prospect of the development of research results and application prospects of further studies into the next (based on results and discussion). Callie Qudsiyyah, namely optimizing digital marketing such as social media and marketplaces that are able to increase sales by following trends, collaborating and increasing sales through advertising ad promotion programs. The application of BMC to Callie Qudsiyyah made her aware of things that needed to be improved, such as studying digital marketing features, adding partners to collaborate in carrying out marketing activities. In addition, human resources need to improve training to regularly attend business seminars to become superior human resources, target more specific consumers and strengthen the Unique Selling Point and improve customer service by means of good and correct communication, increase the use of promotional media such as cooperate with celebgram and selebtiktok. With BMC, Callie Qudsiyyah gets a more complete picture of the business being run, because this business model is able to highlight aspects that are less important so that their existence can be eliminated and is able to sharpen the description of important aspects to improve business, so that Callie Qudsiyyah is very helpful in designing a better business.

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